


ARMY DIGEST

U. S. ARMY MAGAZINE

NOVEMBER 1961

A black and white illustration. On the left, a soldier in a U.S. Army uniform is shown from the waist up, holding a rifle. A large, stylized dragon with a long, coiled body and a fierce head is positioned behind the soldier. The dragon's head is at the bottom right, with its mouth open showing sharp teeth. The dragon's body is covered in scales and has a long, spiky tail that curls upwards. The dragon's front legs are raised, and its back legs are also visible. The overall style is reminiscent of a woodcut or a high-contrast graphic print.

"We shall face the challenge in Southeast Asia, in Berlin, and wherever free men are threatened. And we shall not fail!"

*Vice President Lyndon B. Johnson
reports in this issue on
"The Challenge in Southeast Asia."*

ARMY INFORMATION DIGEST



THE OFFICIAL MAGAZINE OF
THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern.

The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army.

Manuscripts on subjects of general interest to Army personnel are invited.

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COVER: Poised and prepared, the American soldier on the ground stands as a sentry of stability — a guardian of freedom's frontiers in two hemispheres. Articles in this issue focus on potential trouble spots in Europe and Southeast Asia.

IN THE ARMY OF TOMORROW —
QUICK REACTION UNITS,
TAILORED TO THE TASK

"The possibility that local war will flare up in any of the areas of unrest and turmoil will be a constant threat for many years to come. Suffice it to say, the U. S. must act quickly if these conflagrations are to be brought under control before spreading.

"The Army will be prepared to meet this problem in regions where we have deployed forces by the movement of quick reaction units to the particular area concerned. These quick reaction units will be organized and equipped for operations in their particular region.

"Backing up these quick reaction forces will be the forces in regional reserve. Here again, the units will have the flexibility of organization and equipment to adjust rapidly to meet the situation at hand. They could be employed in a matter of hours either to reinforce the quick reaction units already committed or to go to an area where we do not have troops deployed.

"In the United States we will have a strong reserve, strategically mobile, and prepared for ready movement to any trouble spot. This force, which we know today as STRAC, together with Air Force and Navy units, will be a world fire brigade. Elements of this force will be assigned primary missions of being prepared for specific operational areas and their training and equipment will be designed for these particular areas. While these elements will be closely oriented to a particular region, they will have the skills and certain alternate equipment that will enable them to be quickly tailored for action in other areas of the world if the need arises.

"Although based in the U. S., their tactical training will be largely conducted overseas in conjunction with strategic mobility exercises. These exercises will be held frequently in various parts of the world and with allied forces to enhance combat effectiveness, to gain a good knowledge of the areas concerned and the allied forces with which we might fight, and to demonstrate our capabilities to all.

"The remainder of the active forces in the Continental United States as well as selected reserve component forces will be maintained in a high readiness posture for additional reinforcement if necessary. Here again, divisions will be primarily trained and equipped for specific tasks. For example, certain reserve component divisions would be earmarked for operations in Central Europe. They would be highly mechanized and have a wide range of weaponry and ancillary equipment for combat against an enemy with sophisticated military materiel. Key personnel would perform their annual active duty training in the theater in order to become familiar with the area and to keep abreast of local military developments.

"Within this concept of having highly trained forces closely oriented to one area but readily adaptable to various environments and prepared to move quickly into action, we can rapidly build up one force upon the other, to generate with discrimination and precision the level of strength demanded by the situations encountered."

LT. Gen. Barksdale Hackett,
Deputy Chief of Staff for Military Operations,
before the Association of the U. S. Army,
Washington, D. C., 8 September 1961.

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EDITOR

Lt. Col. Robert J. Cookley

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ART DIRECTOR

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THE OFFICIAL

ARMY
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DIGEST

U. S. ARMY MAGAZINE

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The Honorable

Lyndon B. Johnson

Vice President of the
United States

The Challenge to the United States

TO MANY Americans, the term "Southeast Asia" denotes a somewhat vague and mysterious group of islands and countries somewhere across the Pacific near China and India. To others, concerned less with geography than with political science, Southeast Asia appears as the "new Balkans," where strife and turmoil are commonplace. And to those with a strategic grasp of world events, Southeast Asia is a crucial area in which Communist encroachment must be halted if we are to win the current struggle of ideologies.

Having just recently returned from a three-week tour of South and Southeast Asia which included visits to the

Philippines, Taiwan, South Vietnam, Thailand, India, and Pakistan, I can testify that Southeast Asia is all of these things and more. Its peoples are widely varying in racial background, religion, language, and customs—yet, they have much in common.

Throughout the area, the standard of living is measured within a rice economy. Village societies have persisted for centuries. Average life expectancy is low and infant mortality high, with malaria, dysentery, and tuberculosis taking a heavy toll. And with these common experiences, I found also a common hope—a universal yearning for improved living conditions in a world dedicated to freedom and peace.

"WE STAND for freedom. That is our conviction for ourselves — that is our only commitment to others. No friend, no neutral, and no adversary should think otherwise. We are not against any man — or any nation — or any system — except as it is hostile to freedom. . . .

"The adversaries of freedom did not create the revolution [of the rising peoples]; nor did they create the conditions which compel it. But they are seeking to ride the crest of its wave — to capture it for themselves.

"Yet their aggression is more often concealed than open. They have fired no missiles; and their troops are seldom seen. They send arms, agitators, aid, technicians and propaganda to every troubled area. But where fighting is required, it is usually done by others — by guerrillas striking at night, by assassins striking alone. . . .

"With these formidable weapons, the adversaries of freedom plan to consolidate their territory — to exploit, to control, and finally to destroy the hopes of the world's newest nations; and they have ambitions to do it before the end of this decade. It is a contest of will and purpose as well as force and violence — a battle for minds and souls as well as lives and territory. And in that contest we cannot stand aside."

*President John F. Kennedy,
in an address to the Congress,
25 May 1961.*

ed States in Southeast Asia

The Area

SPRAWLING across a vast area more than 3,000 miles from east to west, and more than 2,000 from north to south, Southeast Asia is comprised of the Union of Burma; the Kingdoms of Cambodia, Laos and Thailand; the Republics of Indonesia, the Philippines, and Vietnam; and the Federation of Malaya.

Within these eight nations, there are rugged, trackless mountains rich in virgin forests and virtually untapped minerals. There are dense jungles, fever-infested swamps, turbulent rivers, fertile inland plateaus, river deltas, and coastal plains. There are extremes

of temperature, altitude, and climate. And there are extremes of illiteracy, poverty, disease, and hunger.

Of course, illiteracy, poverty, and disease are not unique to Southeast Asia. They are common problems in many parts of the world. Yet is hard for Americans to visualize that four out of every five of the 3 billion people now living in the world—80 per cent of the entire human population—have never had, and will not have in the foreseeable future, what we take for granted as a good square meal.

Only one out of five of these people ever sees a doctor. To 80 per cent of the world's population, children are

born, age, then die (usually prematurely) with almost no contact with the miracles of chemistry, anesthesia, diet, or hygiene. They are at the mercy of local witchcraft or questionable home or tribal remedies.

To consider one other statistic, there are 550 million children from 5 to 14 in the world today, and only 300 million are enrolled in school. Put another way, almost half the children in the world have no prospect of ever entering the "little red schoolhouse." To cite one example in Southeast Asia, there is only one high school in Laos—a country larger than the state of Idaho, and having a population around 3 million.

In varying degrees, these "allies of Communism"—poverty, disease, and illiteracy—are an age-old problem in Asia. To minimize and eventually eradicate such stumbling blocks to national advancement, and to assist these nations in countering the ever-present threat of aggression from Red China—these are the major aspects of the tremendous challenge faced by the United States in Southeast Asia.

The Red Threat

SINCE the Korean War, Red China has increasingly posed the major threat to peace in Southeast Asia. Her ground forces consist of up to 150 infantry divisions, backed up by parachute, armored, and numerous artillery divisions. This army of 2.5 million is supported by an air force which by 1955 was the world's fourth largest, and which now has over 3,000 first-line jet fighters, plus numbers of twin jet bombers donated by the Soviets.

Compared to the army which fought in North Korea, the present Red China force is a potent and growing military threat. It is a force which, although not committed to open warfare, can make its weight felt at the diplomatic table. The strength of mainland China is a major tool in the Communist struggle for world domination.

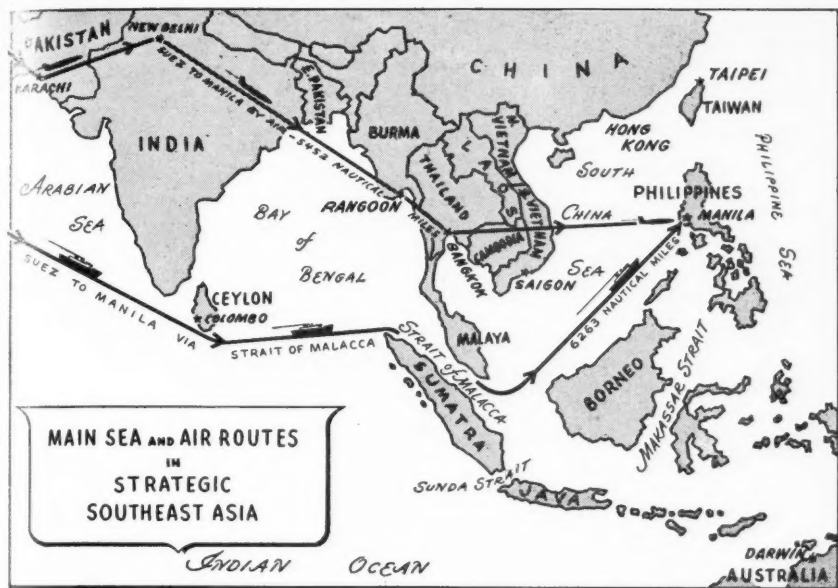
The rapid growth of Sino-Soviet power has whetted Communism's appetite for further expansion and strengthened its belief in ultimate victory. The Communist leaders announced openly their support of armed insurrection which they call "wars of national liberation." They have disclosed their intention of interjecting themselves wherever the opportunity appears. The global and diversified nature of their determination in spreading their doctrine is now being demonstrated in Laos, the Congo, Cuba, and elsewhere.

But, if the challenge is great, then so too is the opportunity. As President Kennedy said in his Inaugural Address: "In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger. I do not shrink from this responsibility—I welcome it. I do not believe that any of us would exchange places with any other people of any other generation."

Mutual Security

THE Communist challenge, of course, represents a major reason for our foreign aid programs, which are designed to help threatened countries create and maintain positions of strength. As such, our foreign aid program is an investment in the common defense and welfare, and thus in our own security and well-being. That is why we refer to our foreign aid program as the *Mutual Security Program*. And nowhere is this program more important than in Southeast Asia.

In this vast area—spreading over more than a million and a half square miles of land, inhabited by nearly 200 million people—patterns of relationships with the rest of the world have been changing during the past 20 years. From the isolation imposed by geographical barriers and colonial patterns of control, most of these lands and peoples are being thrust into the midst of international politics, largely



Emphasizing its strategic importance, most of the shipping between Europe and Orient passes through Strait of Malacca, and intercontinental airways traverse area.

as a result of national movements which have led them to seek independence. And shrunken global distances, brought about by advances in technology, have served to accelerate political growth through a more rapid influx of new ideas.

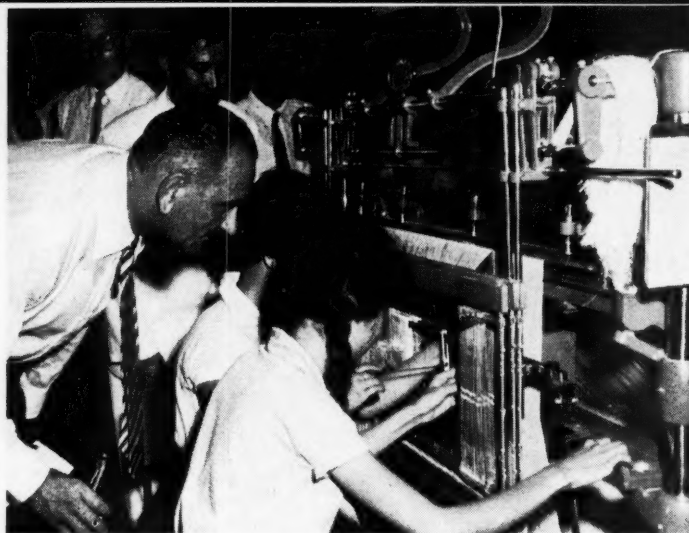
The problems imposed by this sudden transformation are staggering in scope. These countries are enthusiastic for self-government, but find themselves limited in the attainment of this goal by a lack of tradition of representative government, by politically inexperienced populations, and by a dearth of skilled administrators. They are rich in resources but poor in the capital and technology needed to exploit them. They are dedicated to the preservation of their hard-won independence, but often lack the military and economic means to guarantee it.

Meeting these needs is the major goal of our overall Mutual Security Program. However, our Military Assistance Program, in meeting diversi-

fied military requirements, often provides these countries with valuable by-products—more stable internal security systems, expanded civil works programs, and a broadened potential for economic growth.

The primary purpose of our military assistance activities, of course, is to train and equip allied forces for military purposes—that is, for reasons of collective security. However, there is a growing recognition in Southeast Asia that, with our help, these indigenous military organizations can channel their resources, including their scientific and engineering know-how, into productive enterprises, and educate their manpower both in military vocations and in the responsibilities of citizenship.

I have no doubt that such civic enterprise by these military forces can make a major contribution to social and economic progress in Southeast Asia, and thereby serve as an important counter to forms of aggression



Everywhere he talked with people, listened to their views and reactions as here at new textile plant built with American aid near Saigon, Indo-China.

which thrive on misery and discontent.

Differing Internal Conditions

FROM an economic standpoint, however, there are many differences within Southeast Asia, which must be considered in determining the nature of our aid programs. Malaya, for example, is well-advanced by Asian standards, due to the heavy investment of British capital in developing the rubber and tin industries. Per capita income (\$235) is, next to Singapore, the highest in Southeast Asia. Mountain tribes in Laos, on the other hand, are completely primitive, and throughout that country, agriculture is conducted about as it was two thousand years ago. To complicate matters, there is little industrial enterprise.

The efforts of the Southeast Asian nations to establish new forms of government, to further develop their economies, and to raise their standards of living are now becoming more pronounced. And their efforts to establish stable internal social patterns are an epic in themselves. In Malaya, for example, there are about 3 million Malays, 2.3 million Chinese, and about 900,000 Indians. To weld these racial components into a unity of genuine nationhood is a major task facing this monarchy. That this will not be easy

can be seen from the fact that the Malay and the Chinese differ in almost every major particular—in temperament, in livelihood, in religion and language, and in the degree of education. But the alternative to an established social pattern will be racial strife, exploited to the fullest by the Communists.

Perhaps the key struggle faced by the countries of Southeast Asia, however, certainly from their point of view the most emotional, is their battle to retain independence in the face of continuous Communist pressures, particularly those of Red China.

It is these pressures—and the reasons for them—that make this part of the world so important to all Americans. It is here in Southeast Asia—in Vietnam, in Laos, in Cambodia—that our role as world leader is at stake. It is here in Southeast Asia that the Communist bloc and the Free World have been, and are now, engaged in a series of crucial clashes.

Strategic Importance

THE current unsettled situation in Laos is the result of only one of a series of aggressive moves by the Communists, testing the Free World's strength, determination, and patience. But the aggressive actions are aimed

at more than a test of our capabilities. Control of Southeast Asia by the Communist bloc would deny to the Free World a strategic area of tremendous value, located astride one of the world's vital communication lanes. And it would channel the area's enormous wealth of natural resources to markets behind the Bamboo Curtain.

In the shipping lanes of the world, three areas are vitally important. Two of these are represented by canals—Suez and Panama. The third is the Strait of Malacca between Malaya and Sumatra. Most of the shipping between Europe and the Orient via the Indian Ocean passes through this Strait. Its loss during World War II created great difficulties for the British Commonwealth and American forces in that area. Today, any successful effort to deny access to the Strait would create similar difficulties.

Furthermore, all intercontinental airways in the Far East traverse the Southeast Asia area. But even now we

cannot reach Manila from Suez "as the crow flies" because Communist control of North Vietnam compels us to go south of the 17th parallel. Any loss of air facilities at Rangoon, Bangkok, and Saigon could impose even longer flight routes.

With the Himalayas as a natural obstacle to invasion of India from the north, Southeast Asia thus becomes an inviting route to India from China. The Japanese invasion of 1942 came across these countries, dying out at the Indian frontier. A more powerful aggressor with shorter lines of supply and communications, however, might well be more successful in using this route. To the South, Australia and New Zealand also would be threatened if Southeast Asia were over-run by Chinese forces. Southeast Asia is thus a strategically vital area in the defense of Australia and New Zealand.

Economic Resources

SOUTHEAST ASIA also is impor-

In future years, Americans will recall with pride that Vice President Johnson laid foundation stone of this college in warm spirit of friendship for people of India.





With deep, careful concern, he also noted impact of the Military Assistance Program, typical of which is building of 25 barges to ease Thailand transport problems.

tant from the standpoint of its rice production, its vast oil reserves, and its minerals—all of which are invaluable military resources.

Currently, Southeast Asia produces enough rice for its own needs and a surplus of almost 4 million tons for export. Burma is a source of oil, but the only large oil resources now known in the region are in Indonesia. The rubber plantations of Southeast Asia provide the world with about 90 per cent of its crude rubber, and the world's richest source of tin is found in Malaya and Indonesia, with the area providing about 60 per cent of the world's supply. Many other important mineral resources, such as bauxite, copper, coal, and nickel are found in Southeast Asia, especially in Indonesia, the Philippine Islands, and in Malaya. Obviously, a major aspect of the present competition for Southeast Asia is the desire by Red China to gain control of these rich resources.

Southeast Asia's production of agricultural commodities and critical ma-

terials appears impressive when expressed in percentages of the world's output. Measured against its own potential, however, Southeast Asia production is seen in a more realistic perspective. Primitive mining and farming methods sharply limit production in most countries of the area. For example the yield of agriculture, which accounts for more than 70 per cent of the total production volume, is only a small fraction of what it might be.

The low productivity of the area, combined with the specter of low prices for many of its vital exports, constitutes one of the major economic problems of Southeast Asia. And, of course, whenever there is a serious deterioration in economic conditions, opportunity arises for Communist subversion and consequent political instability.

This underscores the vital need for technical and economic aid for the countries of Southeast Asia. This assistance is now being made available from various agencies including the

United Nations, the International Bank for Reconstruction and Development, and from countries participating in the Colombo Plan.

The Colombo Plan

THE Colombo Plan is a program for the economic development of South and Southeast Asia. It was initiated in 1950 by the governments of the British Commonwealth, and later joined by non-Commonwealth countries of Southeast Asia, and by the United States as an associate member. Currently, 18 nations have subscribed to the plan.

Under the Colombo Plan, an aided country's immediate blueprint for development is assessed in relationship to that country's capacity for implementing it unaided. The difference is made up to such an extent as may seem feasible by arrangement between the country helping and the country being helped.

The plan also provides for Western experts to be sent to Asia, for the exchange of Asian experts among the different countries, and for sending Asians abroad for training. As an example, nearly 2,000 engineers, doctors, agriculture and forestry experts, educators, and business specialists have been sent to Asia by the United States under the provisions of this plan.

The tremendous economic needs of Southeast Asia are also being met,

partially at least, through our own Mutual Security Program, through reparations claims from Japan, and, in some cases, by aid from the Sino-Soviet bloc. That both the Free World and the Communists are providing economic aid to these countries underscores not only the pressing need for such aid, but also the fundamental nature of the conflict being waged in this part of the world.

Long Term Aid a Must

ONE of the facts of life which we have to face squarely is that our aid programs for Southeast Asia must be continued for the foreseeable future. Along with this, however, it is reassuring to note the substantial progress being made in these countries as a result of a combination of outside assistance, and their own earnest efforts to improve their standards of living.

During my visits to these countries I was greatly impressed by the tangible evidence of progress. I found that the people there are rapidly developing a real unity of purpose; that a spirit of mutual security is emerging among the free Asians; and that they are making a determined effort to attain social justice and material progress for all. The leaders and intellectuals of these countries also are facing up to the realization that unless the problems of large-scale technical training and modernization are solved, the discontented

On arrival in Karachi, Vice President is greeted by enthusiastic crowds who came to cheer, shake hands.





At Taipei, thousands of ardent Chinese lined streets from airport to cheer Mr. Jéhiñ-son, who drew on his years in Congress to probe conditions in each country.

and impatient may be attracted by the spurious promises of Communism.

It is clear that if the appeal and pressures of Communism are to be resisted, a choice must be available to these nations. The people must have an alternative to Communism—and an alternative which involves more than the preservation of the *status quo*.

The road to a decent life for these masses is not a short nor an easy one. The process of improvement will be laborious, and will require determination and sacrifice. But determination and sacrifice will not be enough if trained manpower and technical competence are lacking, and outside assistance is not forthcoming.

The United States has endeavored to provide the technical and economic assistance which, with their own efforts, will enable the peoples of Southeast Asia to advance within institutions of their own choosing toward a fuller and freer life.

Although our mutual efforts to

bring peace and security to Southeast Asia have had some measure of success, there have been set-backs which make us acutely aware that our job is far from over. One of the set-backs occurred in 1954, as Vietnam Communist forces defeated the French in what was then called Indochina and, under terms of the Geneva Agreement, occupied Vietnam north of the 17th parallel. The Republic of Vietnam, or South Vietnam, came into being as a result of this agreement.

Except for Communist guerrilla activity in several of the Southeast Asian countries, since 1954 there had not been any overt military aggression until 1960, when North Vietnamese soldiers joined local Communist-led forces in an effort to seize control of Laos. The uneasy situation which has followed the temporary cease-fire this year does not portend any relaxation of the tensions which continue to build up in Southeast Asia. It does portend a continuation—and in some

cases, an expansion—of our economic and military assistance programs to this area.

Varied Aid Measures

OUR assistance to these countries takes many forms. In some countries, such as Laos and Vietnam, our efforts are aimed largely at building up the armed forces by providing necessary equipment and training facilities. In others, the military aspects have not been as important. For example, in 1960 we signed an agreement with Indonesia to provide funds for projects aimed at boosting food production and distribution methods. In this connection, President Kennedy recently offered a "top level economic team" to consult with Indonesian officials in planning "the best way in which the U.S. might assist" Indonesia in carrying out its eight-year development program.

In the Philippines, I found extreme interest in proposals for the establishment of a joint science training program between our two countries, and the possible use of our Peace Corps in that country. The training of Asian nationals in our educational institutions—both civilian and military—pays enormous dividends, both in accomplishing its intended purpose and in developing a better understanding of the American way of life.

Although our efforts in some of the Southeast Asian countries will continue to be largely military in nature, we are constantly striving, where the situation permits, to assist others in expanding their educational efforts, in building new industries, and in establishing long-range projects.

In these efforts, it is obvious that large amounts of American dollars are required. For example, during the past ten years through our Mutual Security Program, and excluding military aid, we have provided over two billion dollars to the countries of Southeast Asia. The value of our military equipment, supplies, and services actually deliv-

ered to these countries during the same period also totaled over two billion dollars. Southeast Asia currently receives about 18 percent of our overall military assistance effort.

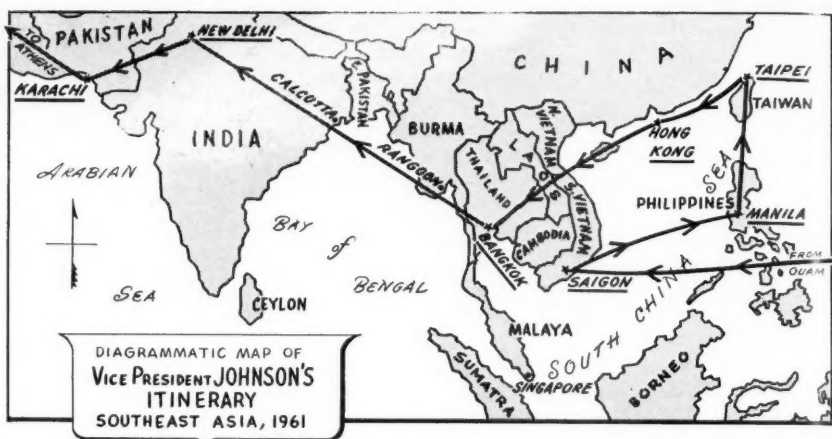
Our Moral Obligation

OFTEN the question is asked: But haven't we given enough aid to the needy countries of the world? In the perspective of Southeast Asia, it is more than four billion dollars* during the past ten years. But when this amount is measured against the 200 million people of Southeast Asia—whose security is daily threatened and who, without our help, cannot hope to substantially improve their living standards—a different picture emerges. Our aid amounts, in fact, to about 20 dollars per individual or two dollars per year—a little more than one-half cent a day.

But the question isn't whether one-half cent, five cents, five dollars, or 500 dollars is needed. It is whether we desire to continue to honor obligations which President Kennedy has expressed as "Our moral obligations as a wise leader and good neighbor in the interdependent community of free nations—our economic obligations as the wealthiest people in a world of largely poor people, as a Nation no longer dependent upon the loans from abroad that once helped us to develop our own economy—and our political obligations as the single largest counter to the adversaries of freedom."

Examined in this light, we can more readily understand our continuing responsibility for providing economic and military assistance to Southeast Asia. We can also see our obligations to support collective security arrangements in this area, and why we must participate in the Colombo Plan and the Southeast Asia Treaty Organization—for such participation by us is

*This figure does not include over \$1 billion in economic aid and over \$2 billion in military assistance to the Republic of China during the last ten years.



tangible evidence of our deep understanding of the measures necessary for peaceful progress and development.

SEATO

THE SEATO alliance between Australia, France, New Zealand, Pakistan, the Philippines, Thailand, the United Kingdom, and the United States came into being despite the great distances separating the member countries, and despite differing cultural and social conditions and customs.* Realization that a threat to one country could easily endanger the security of the others pointed up the need to work together for peace.

From the standpoint of common security, however, the parties to the treaty pledge continuous and effective self-help and mutual aid to maintain and develop their individual and collective capacity to resist armed attack. They further pledge self-help and mutual aid to prevent and counter subversive activities directed from with-

out against their territorial integrity and political stability.

But to me the other aspects of the treaty are equally important. I refer to the pledge to strengthen free institutions, and to cooperate with one another in the further development of economic measures. Among these measures is technical assistance, designed both to promote economic progress and social well-being, and to further individual and collective efforts toward these ends.

SEATO, then, is a defensive alliance whose members are committed to freedom and democracy, and to peaceful progress through cooperation.

We Believe

OUR efforts to defend our way of life, to prevent the spread of Communist power in Southeast Asia, are not efforts to impose our views on others or to require a common allegiance to the United States. The efforts made to help others to defend themselves, to achieve progress, are basically and fundamentally a part of the American creed.

WE BELIEVE in the right of all peoples and nations freely to choose their own ways of life.

WE BELIEVE in cooperation, based on respect, with other nations.

*Three nations of Southeast Asia are prohibited from joining any military alliance under the terms of the Geneva Conference. These are Vietnam, Laos, and Cambodia. In addition, Indonesia has declined to join SEATO since it felt that the alliance was not in accordance with the country's policy of neutrality, and that it would mean siding with one of "the blocs in the cold war."

Shortly after arrival in Manila, he lays a wreath at the foot of the monument of Jose Rizal, hero of the Philippines.



WE BELIEVE in the dignity, rights, liberties, and importance of the individual man.

WE BELIEVE in the subordination of the state to the interests and will of its citizens.

These are the beliefs on which our Nation was founded, on which it grew strong and great, and on which its future strength and greatness depend. It is these beliefs which motivate us to join with others in their defense. It

is because we believe in these concepts that we wish to insure that other men may have the opportunity to enjoy the blessings of life in a free society.

As we lead the world in the paths of freedom, we shall look to the future with renewed dedication and determination, with strength, and with unfaltering courage. We shall face the challenge in Southeast Asia, in Berlin, and wherever free men are threatened. And we shall not fail!

**Preparedness measures
are accelerated as**

The Defense Buildup Gathers Momentum

CALL-UP of two Army National Guard Divisions and a number of smaller units from 43 states and the District of Columbia—

Priority status for training two other Army National Guard divisions plus numerous Reserve units—

Merger of forces from Strategic Army Corps and the U. S. Air Force Tactical Air Command to provide a unified command—

Buildup of U.S. Army forces in Western Europe by some 40,000 troops—

Delivery of new equipment for mechanization of Seventh Army Infantry divisions—

Replacement by U. S. troops of foreign nationals employed in overseas line of communications—

Elimination of dependent travel to Western Europe, except Berlin.

Addition of civilian personnel to the Army Stateside support structure—

Activation of a fourth Special Forces Group—

Reactivation of long-closed training camps—

All these are part of the swift rush of events that followed hard on the 25 July telecast by President Kennedy in which he underscored the American position on Berlin and outlined steps in a preparedness program designed to meet with measured firmness any form of Communist aggression. (See September 1961 DIGEST.)

ORDERED to active duty on 15 October were the Army National Guard's 32d Infantry Division of Wisconsin and the 49th Armored Division of Texas. Together with 249 smaller units from the Army National Guard and Army Reserve also ordered to active duty—largely combat groups or combat-support units designed to fill special requirements—this brings to about 120,000 the number of Ready Reservists ordered up. Units being called come from 43 states and the District of Columbia.

The 32d Division is being stationed at Fort Lewis, Washington, while the 49th has been assigned to newly reactivated Fort Polk, Louisiana. To care for the increased training load, Fort Chaffee, Arkansas, was ordered reopened, with the 100th Reserve Training Division to be recalled in October to operate the post.

Two other Army National Guard Infantry Divisions—the 26th of Massachusetts and the 28th of Pennsylvania—plus several score smaller Guard and Reserve units, have been placed in priority training status.

MEANWHILE, many other preparedness measures were in process. By mid-October, the U. S. Army had taken these steps.

● Stopped Government sponsored travel of dependents to Western Europe, except to West Berlin.

As draft calls were stepped up, induction stations across the land were busier than usual. On being accepted, the new soldier gets a hair cut, then receives fatigue uniform, dress clothing issue, and name tag for his fatigues. Ultimate goal is to produce toughened, trained, alert soldiers, as in marching group.

- Begun providing the new M14 rifle to troops in West Berlin.

- Stepped up draft calls, with the October call set at 20,000 men.

- Started to add civilian personnel to the various camps, posts and stations being affected by reactivation or expansion due to the buildup.

- Strengthened the Army's special warfare capability by activating a fourth Special Forces Group at Fort Bragg, North Carolina.

- Expanded the training of reserve component units, largely by adding extra hours for paid drill.

- Accelerated the training of priority reserve units.

Of all the steps taken, perhaps one of the most significant was establishment of the new unified command that combines forces from Strategic Army Corps with the U. S. Air Force Tactical Air Command. According to the announcement by Secretary of Defense Robert S. McNamara, this move "will substantially increase the flexibility, readiness and combat effectiveness" of the newly unified organizations. In command will be Army Lieutenant General Paul De Witt Adams, formerly Commanding General, Third U. S. Army.

As President Kennedy pointed out in his Report to the Nation in July, "The new preparations that we shall make to defend the peace are part of the buildup in our strength which has been underway since January. They are based on our needs to meet a worldwide threat, on a basis which stretches far beyond the present Berlin crisis. Our primary purpose is neither propaganda nor provocation—but preparation."



Army Guard Divisions Ordered Into Active Service



32D INFANTRY DIVISION—Known as the Red Arrow Division from the insignia signifying the smashing of the Hindenburg line in World War I — was first organized in 1917 from Wisconsin and Michigan units, some of which dated back to the Civil War. The division took part in the Aisne-Marne, Oise-Aisne and Meuse-Argonne operations and occupied sectors in Alsace and Champagne. Following World War I the division was reorganized and on 15 October 1940 was again inducted into Federal service and saw service in the Pacific Theater. First action was at Port Moresby, then came the famed trek over the Owen Stanley Mountains in the early actions in 1942; capture of Limon, smashing the Yamashita Line, action on Leyte, 100 straight days of fighting at Imugan, securing of Balete Pass. Following occupation duty in October 1945 in Japan, the 32d was inactivated on 28 February 1946. On returning to the States, the Division was reorganized in Wisconsin, with its former Michigan units assigned to the new 46th Infantry Division. Some of the units in the 32d saw action in Italy during World War II. Major General Herbert A. Smith is commanding general.



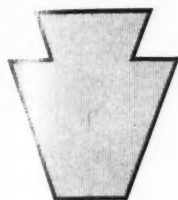
49TH ARMORED DIVISION — One of the newest divisions in the National Guard, and one of the first Armored Divisions in the Guard, the 49th was organized following World War II with elements formerly part of the Texas 36th Division which saw intensive action in Italy. Lineages in several of the organization's Armored Infantry units date back to the 4th Regiment, Texas Volunteer Guard of 1879. On active duty during the War with Spain, and on the Mexican

Border in 1916, these battalions served with the 36th Division in World War I, where they gained battle streamers for the Meuse-Argonne campaign. Other elements of these units participated in the campaigns for Italy, France and Germany with the 36th in World War II. Two of the Division's tank battalions descend from the Texas Cavalry units that served in the South Pacific during World War II. One took part in the Mars Task Force of Burma Road fame. Major General Harley B. West is the commanding general.

National Guard Divisions On Priority Training Status



26TH INFANTRY DIVISION is called the Yankee Division because it was first constituted 18 July 1917 with units from New England states, some of which antedate the Revolution. The organization took battle honors for Ile de France, Lorraine, the Champagne-Marne, Aisne-Marne, St. Mihiel and Meuse-Argonne. It claims the distinction of leading all other National Guard divisions in the number of individual decorations received during World War I, and stood fourth among all American divisions in number of unit citations. Following World War I, it was reorganized and federally recognized in 1923. It was inducted into Federal service on 16 January 1941, departed overseas in September 1944 and was in action near Verdun by 29 September. It helped reduce the fortress city of Metz and after other actions was rushed to the Ardennes to hit the southern side of the newly formed German salient in the Battle of the Bulge. In March 1945 it spearheaded the Third Army drive that resulted in junction with Seventh Army, then drove into the heart of Germany, and on into Czechoslovakia where contact was made with the Russians. World War II battle honors include Northern France, Rhineland, Ardennes-Alsace, Central Europe. Major General Otis M. Whitney is commanding general.



28TH INFANTRY DIVISION is known as the Keystone from its shoulder patch symbolic of the State of Pennsylvania, but during World War II the Germans called it the "Bloody Buckle." It was first organized in March 1879 as the Division of the National Guard of Pennsylvania; on 29 June 1916 it was redesignated the 7th Division and on 1 September 1917 redesignated the 28th. The record books of some of its units go back as far as 1774 and ever since the Revolution components have participated in every war. The Division went overseas

in April-June 1918 and from 15 July until the Armistice saw virtually continuous action. It participated in the Champagne-Marne, Aisne-Marne, Oise, Aisne, Champagne, Lorraine and Meuse-Argonne campaigns. Between the wars it continued as a Pennsylvania National Guard division until recalled for service in World War II. It participated, among others, in the Battle of the Bulge. Following World War II it was the first to receive specific authorization to reorganize as a National Guard Division. It was once more ordered into federal service on 5 September and was sent to Germany where it remained for two years. Major General Henry K. Fluck is commanding general.



Maj. Gen. Dodge

Major General Charles G. Dodge— Army Chief of Information



Lt. Gen. Quinn

WITH appointment of Lieutenant General William W. Quinn to be Deputy Director, Defense Intelligence Agency, Major General Charles Granville Dodge has been named to succeed him as Army Chief of Information.

As Assistant Chief of Staff for Reserve Components since January 1961, General Dodge played a key role in the present build-up of U. S. Army combat capability. A native of Maplewood, New Jersey, General Dodge was commissioned in the Cavalry upon graduation from the U. S. Military Academy in 1930. During World War II he served as Chief of Staff of the 8th Armored Division. Thereafter he was Director of the U. S. Element, Allied Commission, Austria, and Assistant Deputy Commissioner of U. S. Forces in Austria. In August 1956 he became Chief of the U. S. Army Advisory Group at the Air University, Maxwell Air Force Base, Alabama, remaining there until July 1958 when he was named Deputy Chief of Legislative Liaison. In January 1960 he went to Korea as Assistant Division Commander, 1st Cavalry Division and in May 1960 assumed command of the Division.

A graduate of the Command and General Staff College and the National War College, General Dodge lives in McLean, Virginia, with his wife, Elizabeth Marrack Dodge, and their children, Sue Hyde and Charles Tyler Dodge.



*Fulfilling a pledge to Free World allies,
the U. S. Army stands firm*

In Barricade

DESPITE barriers of concrete block and barbed wire hastily emplaced on 13 August by the East German Communist regime, the beleaguered City of West Berlin remained invincible in its determination — an oasis of freedom in an agitated Communist sea. Propaganda barrages and water cannon failed to dampen the spirit of its citizenry.

AN IMPORTANT element in sustaining the city's unflagging spirit was the back-up provided by the U. S. Army. The Berlin garrison was strengthened by moving up the 1st Battle Group, 18th Infantry; alert troops were positioned to counter any aggressive move. The animating purpose was epitomized by President John F. Kennedy in a radio-television report to the Nation: "We cannot and will not permit the Communists to drive us out of Berlin, either gradually or by force. For the fulfillment of our pledge to that city is essential to the morale and security of West Germany, to the unity of Western Europe, and to the faith of the entire free world."

FOLLOWING are scenes of the U. S. Army responding to the Communist challenge on the front lines of freedom:

On guard duty in Friedrichstrasse, soldier carries live ammunition.

East Berlin police stand by one of their "water cannon" at a Berlin border.

Sign, armed guards, the ominous wall serve to dramatize division of city.



lies,

cded Berlin



The Iron Curtain clangs down as Communists mount barbed wire on masonry wall that seals off East Berlin.



Amid the murky dampness of a drizzly dawn, poncho-clad . . .



. . . members of the 1st Battle Group, 18th Infantry, begin move to Berlin . . .

. . . and here await their turn to cross from Allied check point to Soviet Area at Helmstedt.



In Barricaded Berlin



Binoculars of East German police sweep American area at a Berlin crossing point.

Tanks reinforce infantry units in the troubled area.



Col. Glover Johns directs men of 18th Infantry on alert after arriving in Berlin.



Officer and enlisted man keep wary eye on movements across border zone.

**"SOLDIER, why are you in Berlin?
To show the Berliners, your allies,
and the Communists the best soldier
in our Army. To protect United States
lives and property. To help the West
Berlin police keep law and order. To
fight like hell, if necessary, for United
States rights and a free Berlin."**

*Message given to every soldier
assigned to Berlin.*

Ammunition for the inner man—guard
at border point gets a hot meal.



Light machine gun is set
up by 6th Infantry mem-
bers in shelter of door-
way near border of di-
vided city.



Commander of a Patton tank of Berlin Command's 6th Infantry scrutinizes activities
of an East German armored car across the Friedrichstrasse entrance to East Berlin.



In Barricaded Berlin



Trio from Co. D, 2d Battle Group, 6th Infantry, receive new M-14 rifles.



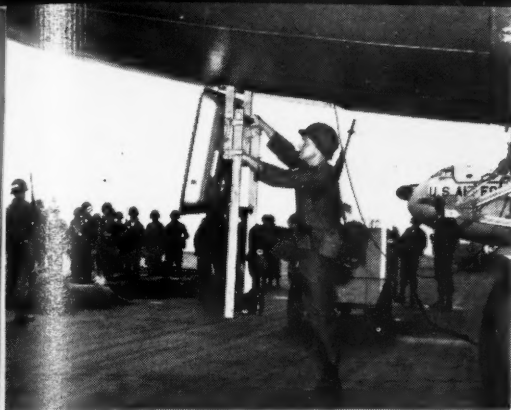
Three of six West Point cadets who entered Berlin with 18th Infantry discuss experiences.



Cheering throngs line route as 18th rolls into Berlin near the bombed ruins of Kaiser Wilhelm Church.

On trip that helped raise morale of West Berliners, Vice President Lyndon B. Johnson inspects a portion of U. S. Berlin Command not far from Soviet Zone.





Troopers of 101st Airborne Division emplane, then jump during Operation Swift Strike.

STRAC DEMONSTRATES READINESS IN FAR-RANGING EXERCISES

FOLLOWING hard on the heels of SWIFT STRIKE—a corps exercise staged in August in the Forts Bragg-Jackson-Campbell area with some 30,000 troops participating—the Strategic Army Corps will demonstrate its readiness for combat in a series of 15 other training exercises during the coming 12 months.

Six mobility exercises will be conducted by elements of STRAC by next May. These include CLEAR WATER, held overseas in September; TRAIL BREAK, at Camp Drum, New York, 3-17 December; RED HILLS, Fort Bragg, North Carolina, in January 1962; CLEAR LAKE, Camp Irwin, California, 15-30 April; LONG BASE, Fort Jackson, South Carolina, in May; BENCH MARK, Fort Stewart, Georgia, also in May. All will be for 15 days, except BENCH MARK which will be of 7-day duration.

Four special training exercises are planned.

Approximately 14,000 troops from two Battle Groups, 4th Infantry Division, 2d Engineer Amphibious Support Command and amphibious support elements will take part in SEA WALL, a ten-day exercise in September in the San Juan island area of Puget Sound, Washington.

GREAT BEAR, a 15-day winter exercise, will be staged in Alaska during January-February, with about 8,000 troops participating, including one Battle Group re-

inforced of the 4th Infantry Division and one Battle Group of the U. S. Army, Alaska.

BANYAN TREE III will involve 2,000 troops of the 82d Airborne Division and supporting units from the U. S. Army, Caribbean, for six days in March.

BRISTLE CONE will provide individual and unit training in desert techniques and tactics for ten days in March at Fort Irwin, California. Approximately 5,000 troops will participate, from the 5th Tank Battalion, 40th Armor; 2d Reconnaissance Squadron, 8th Cavalry; a Battle Group reinforced to be selected, and appropriate support units.

Two task force exercises are planned. TRACK DOWN will involve 8,000 men of the 1st Armored Division's Combat Command A during 15 days in April at Fort Hood, Texas. SENECA SPEAR, a task force exercise for an Infantry Brigade, will be held at Camp Drum for 15 days in May. The 2d Infantry Brigade and selected support units will take part, with a total of about 7,000 men.

Two 10-day strategic mobility exercises, GREEN BANK and GREAT SHELF, will take place in June 1962 in overseas areas still to be determined.

MESA DRIVE is a 15-day divisional type exercise involving 17,000 men to take place at the Yakima, Washington, Firing Center in May.

**For men of the modern Army,
Human Factors Research
applies the scientific method in**



J. E. Uhlaner

ARMY personnel management today means appraising the men and women who make up a citizen Army and matching the potential contributions of each with the enormous variety of Army jobs. It means developing and applying human factors knowledge and techniques to the improvement of Army man-machine systems. The objective is the promotion of more efficient individual and unit performance on a given job.

The Human Factors Research Branch of The Adjutant General's Research and Development Command has played a leading role in improving Army military personnel management. Because of the Branch's intensive research in selection and utilization of military manpower, the Army since 1949 has been able to reduce to clock-work procedure the classification of its enlisted members into appropriate occupational areas.

The Branch has successfully standardized interviewing techniques for identifying potential junior officers.

DR. J. E. UHLANER is Director, Research Laboratories, Human Factors Research Branch, The Adjutant General's Research and Development Command.

Based on data collected at the front lines in Korea, it has developed devices for identifying potential fighters. It has provided means of identifying men who would profit most from driver training. And it has produced many other devices to meet Army requirements for selecting, classifying, assigning, and utilizing military personnel.

The Branch employs 130 civilians under the administrative leadership of two officers. Of the civilians, 70 are research scientists, principally with training and experience in industrial, military, experimental and quantitative psychology, in statistics, and in mathematics. About half have Ph.D. degrees. In the background is a crew of statistical research analysts who lend their special competence to solving research problems. An electronic statistical laboratory, manned by programmers and other technicians, provides computer support.

To place the work of the Branch in its proper setting, consider the steps in the basic personnel management cycle. Assume an Army job has been engineered. A man is *selected* for that job. Then he is *trained*, if he does not already have the required skills. Next he



is put to *work*, but before he can be considered "operational," in many instances his *work methods* must be improved or the job itself must be adapted to him in some way, or both.

How he performs in his job, particularly in relation to his machines or weapons, is the criterion of the success of these personnel operations. However, since the world of work is dynamic, the cycle may be repeated as the job changes.

During the last two decades, the Branch, along with other Army agencies, has been engaged in a variety of research projects to insure the proper use of manpower in getting the Army job done.

The starting point for United States scientific military personnel management was the creation of a tool for mental screening of manpower. World War I and II requirements led to the development of objective, reliably valid paper-and-pencil measurement de-

vices which could be applied rapidly and economically to large masses of manpower. Army Alpha and Beta met World War I needs. AGCT did the job during World War II.

To meet this same requirement during the post-World War II period, the Armed Forces Qualification Test (AFQT) was developed. The AFQT has the distinction of being the first psychological test and mental standard to be legislated by Congress. By 1950 it was adopted by the Defense Department for use by all services.

The current version of the AFQT—the fourth since its inception—essentially measures four major abilities:

- Verbal skills, or being able to handle words and understand verbal concepts.
- Arithmetic reasoning, or the ability to reason with numbers and to solve simple mathematical problems.
- Spatial relations ability, or the ability to visualize the three-dimen-

sional world around us. A test of this ability was introduced to make the AFQT more sensitive to recent requirements.

- Mechanical ability, or the ability to understand the interrelationships of tools and equipment.

These four major abilities, when tested and considered together, yield a measurement of general mental or learning ability. For over a decade such a measure has successfully met the needs of the Armed Forces for mental screening of the civilian manpower pool. On the basis of his AFQT score, a man was "in" or "out." But to try to use such a measure for *classification* — that is, for designating which men are to be given which jobs in the Army — is inefficient. Such a general measure simply does not facilitate the maximum utilization of all the skills available in our manpower pool. Here is why.

Differential Classification

WHEN a single screening measure is used, it is only natural that the *best* men be creamed off *first* for high priority jobs; the remainder will then be

"Identifying the potentially effective officer of tomorrow—a leader having high level of ability for independent decision making."



below average. This creates a problem, for any decision to consider technical jobs as priority jobs and combat jobs as non-priority jobs, or vice versa, would not only be arbitrary but could lead to serious controversy among Army elements.

But even more important, use of a single measure neglects to take advantage of the established psychological principle of *individual differences* — a factor which makes possible maximum utilization of the skills in the manpower pool. Within a given group, many men could attain the same general mental test score, but it is extremely unlikely that any two at random would have the same patterns of specific ability and aptitude strengths and weaknesses. Yet it is upon the assessment of *patterns* of abilities and aptitudes that successful classification depends.

The Branch devoted seven years of research to the study of aptitude and ability patterns. Eventually, the Army Classification Battery was introduced along with the Aptitude Area System for classification purposes.

How did the Army Classification Battery and Aptitude Area System help? Instead of taking higher scoring men on a general measure for priority jobs, use of a whole battery of aptitude tests enabled the Army to avoid arbitrary decisions in determining which jobs were the important ones, since nearly every job could be filled by a man qualified in the abilities important for that job.

Assume that a group of men have been identified for various jobs according to their special talents, such as Electronics, Motor Maintenance, Technical, Clerical, Administrative, and Infantry and Armor combat. Under the new system, even though the individuals selected for priority jobs may be high with respect to the specific talent required, the group remaining is still representative of the whole original range of general learning ability.

Not that the men as a group are any better than formerly — but now the Army utilizes each man with greater discrimination in terms of job requirements. Formerly, when AFQT or a single overall measure was used, the Army accepted the fact that only 50 percent of its manpower slice would be above average in the complex ability important for Army success.

Knowing what it does today about its men, it is possible for the Army to boost classification efficiency so that 82 percent are above average in the abilities required for their specific Army jobs. In fact, under this classification system, the same number of men can do more work today than formerly — and can do it better.

It did not take seven years just to construct the dozen tests of the Army Classification Battery. Much research was carried on, and is continuing, to supply the empirical evidence that the tests really measure what they are supposed to. This intensive research insures that classification measures keep pace with changing demands of new job requirements as military doctrine changes.

Not only do these classification instruments determine a man's best potential but they also help achieve an equitable distribution of manpower Army-wide to meet the needs of vari-

ous Army elements. By utilizing improved programming techniques and automatic data processing equipment, Branch scientists are refining methods and approaches to assure a more effective distribution of bulk manpower to each of the elements of the Army.

Predicting Effectiveness

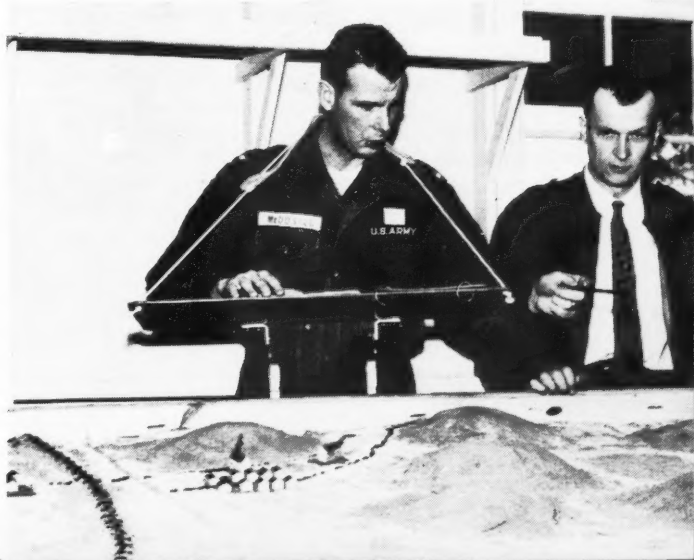
SELECTION and classification tests typically predict four types of personnel effectiveness criteria:

- *Success in training* — Army basic training or school course training.
- *Success on the job*—quality, productivity, and accuracy of performance on the job.
- *Army career promotability.*
- *Overall acceptability* — whether a man is likely to be a disciplinary problem or not.

By far the most easily and most effectively predicted of these four is *success in training*; the most difficult is *overall acceptability*. But in any case, the payoff for the Army is highly significant in terms of increased effectiveness on the job.

The aptitudes, abilities, and knowledge functions measured in most screening and classification tests are the *can do* functions of the man. Measuring the *will do* function, however, has long challenged the ingenuity, patience, integrity of research scientists.

Sand table provides realistic setting for officers undergoing battery of tactical aptitude tests.



JOBS CORRESPONDING TO ABILITIES MEASURED IN AFQT

VERBAL

HANDLING WORDS AND
UNDERSTANDING VERBAL
CONCEPTS



INSTRUCTOR-FLIGHT
SIMULATOR



MILITARY POLICEMAN

ARITHMETIC REASONING WITH NUMBERS



FIELD ARTILLERY
CREWMAN



DATA PROCESSING &
EQUIPMENT OPERATOR

SPATIAL

VISUALIZING THE THREE
DIMENSIONAL WORLD AROUND
US



OPERATIONS AND
INTELLIGENCE SPECIALIST



EXPLOSIVE ORDNANCE
DISPOSAL SPECIALIST

MECHANICAL

UNDERSTANDING TOOLS
AND EQUIPMENT



AUTOMOTIVE REPAIRMAN



FOUNDRYMAN(PATTERNMAKER)

This will do dimension of human behavior has been associated with such concepts as motivation, interest, personality, adjustment, resistance to breaking under stress. In the action sense, it represents willingness to "put out," willingness to face danger, willingness to fire in combat even when the platoon leader or sergeant isn't watching.

Such aspects of human behavior involve something other than what a man knows or what in theory he can do. Unfortunately, such aspects of human behavior are elusive qualities to measure with any consistency. When successfully measured, however, they add materially to the prediction, in the payoff situation, as to whether a man will turn out to be a good — or a poor — soldier, fighter, officer.

Selecting the Combat Soldier

COMBAT research that began before the Korean War has led to a set of psychological measures, which, to a significant degree, helps the Army today to identify good fighters. These

studies are based on data of sizable numbers of men in actual combat situations in Korea.

Actually the first successful research studies in combat selection had begun in 1949 in the form of a small pilot study conducted in the Arctic. Findings were later verified for a maneuver situation on a group of 4,000 men from the 10th Infantry Division in Germany.

These studies furnished the means of predicting not only what a man *can* do but also of predicting what a man *will* do, and most gratifying, what he *will* do on the battlefield. The key to successful prediction of what the potential fighter will do, it was found, is inherent in the measurement of the life history of the young men studied. What did they say about themselves in terms of their habitual attitudes, aspirations and fears, their early home life, extra-curricular school experiences, and interests?

What factors make for good fighting material?

As psychologists suspected in ad-

vance, these factors turned out to be essentially factors that deal with the man's personality—his self-confidence, his emotional stability, the masculinity of his interests.

Despite success in measuring some of these important but elusive characteristics, there is widespread recognition that much more substantial progress must be made, both in the methods of selecting fighters and in selecting officers for the Army of tomorrow. These efforts are continuing on a high priority basis.

Selection and Performance Study

THE Branch's Officer Prediction Research Task, for example, has been designed to produce operational procedures and tools for identifying the potentially effective officer of tomorrow. The officer of tomorrow is seen as performing in some kind of system. The system may be made up of men and tactics, or men and machines, or men and management principles. To carry out his responsibilities in the system to which he is assigned, he must have a high level of ability for independent decision making, for effective communications, and for managing men and machines effectively.

This task involves extensive testing of many new officers, following them through a substantial portion of their initial assignments, and putting them through extensive performance testing that accurately reflects typical duties in combat, and technical or administrative categories of assignment.

In the first phase of this effort, some 6000 newly commissioned officers were evaluated on an extensive three and one-half day series of psychological tests developed by the Branch. The tests were painstakingly developed to measure objectively the major characteristics thought to be necessary to success of an officer in combat and in administrative and technical areas.

The second phase of testing will start after the officers in the experimental sample have had the opportunity to

gain about 1½ years of Army experience. During a three-day period set aside specifically for detailed observation, each officer will be exposed to job sample situations of the category representing his assignment area. HFRB research scientists will then take human factor measurements to develop data that will assure a truer understanding of success or failure than is normally secured by traditional techniques such as performance ratings.

Research for Personnel Management

OF THE four areas comprising the typical program — military selection,

Utilization Research— An Example

In a recent HFRB pilot study, it was found that highly experienced photointerpreters supplied, on the average, only 50 percent accurate information within a set of tactical and strategic photographs. Further, they provided only 30 percent of the complete information available in these photographs.

With some experimental manipulation within a simulated system, it was found that accuracy could be greatly improved by the simple expedient of utilizing responses held in common by two or three interpreters working independently. Through this method, accuracy was increased from 50 percent to 87 percent, while completeness also increased slightly.

Would the same pattern of improvement hold for less experienced photointerpreters? To find out, another study was conducted, this time of recent graduates of the Intelligence Center. The findings confirmed the same general conclusion. Interestingly, the accuracy output of photointerpreters working together and given free opportunity to compare notes was better than the average individual output (25 percent compared to 12 percent) but was not as good as output (34 percent) of individuals of teams allowed to work independently.

EVERY OFFICER PERFORMS IN A SYSTEM... ... of MEN-EQUIPMENT-MILITARY OBJECTIVES



COMBAT

**MEN
+
TACTICS**



TECHNICAL

**MEN
+
MACHINES**



ADMINISTRATIVE

**MEN
+
MANAGEMENT**

behavioral evaluation, combat systems, and support systems research — the first two have already been discussed. Many of the Branch tasks in the military selection area seek solutions to Army-wide enlisted selection and classification problems. Efforts in the behavioral evaluation research area are aimed at assessing the elusive qualities needed in many jobs, including officer and NCO jobs not measured by *can do* ability alone.

Much of the research conducted in these two areas must continue to be spent on familiar problems. Fortunately, understanding gained in new research can often be applied in improving and refining accepted solutions to older problems.

At present, several pilot research efforts are in process to make human factors research more vigorously responsive to the demands of the future. Research in Combat and Support Systems are basically pilot efforts seeking solutions of systems problems from the human factors point of view. It is in these areas that the closest ties with the materiel scientist and combat developments experts are emerging.

Future Trends

A NUMBER of important developments in the military research and development scene are changing the direction of human factors research.

First, military experts, as well as the materiel research scientists, emphasize the need for rapidly developing modern systems which will achieve greater fire capability, more effective surveillance capability, more rapid identification of enemy targets, more accurate and rapid communications — all of which add up to a future strong modern Army.

Second, all these systems must be effective against analog systems being developed by potential enemy forces. However, as technological progress accelerates, time for new systems development becomes shorter and shorter, thus creating a new problem—how to reduce lead time.

While reducing lead time is a familiar theme in materiel research and development, the equal need for reducing lead time in the complementary human factors research effort is not so well known. No longer can the human factors scientist expect three or four

WHAT KIND OF MEN MAKE GOOD FIGHTERS?

PERSONALITY

- LEADERSHIP
- SELF-CONFIDENCE
- EMOTIONAL STABILITY
- MASCULINITY

INTERESTS

- SPORTS
- HUNTING
- MOTORING
- CAMPING

years in which to develop proper selection devices, work methods, and utilization principles, after the materiel end of the system has been developed.

Human factors scientists must be given the opportunity to study, as early as possible, the *total* system or subsystem as it is being developed. Otherwise, obsolescence of materiel may set in before results of the human factors research can be applied. Ideally, there must be concurrent effort between the human factors scientists and the materiel developer.

Conclusions

IN DEALING with the mass screening problem, the Army relies heavily upon general psychological tests developed through long-term research efforts. For selection and classification of men for training and job requirements, reliance has been placed upon groups of psychological tests which capitalize on a sizable number of aptitudes and abilities in order to get the most of a given manpower pool.

Further, while selection of men for combat has been greatly improved by tests of what a man *will do* in addition to what a man *can do*, ever-changing concepts of warfare demand continued effort to improve the utilization of the Army's human resources, with emphasis on realistically simulated battle conditions.

Finally, HFRB efforts today are concerned more extensively with man-machine relationships that relate to the Army of the future. Increasing the probability of success of the man in

his assignment is more important than ever before; hence more reliance must be placed upon relevant and timely human factors research.

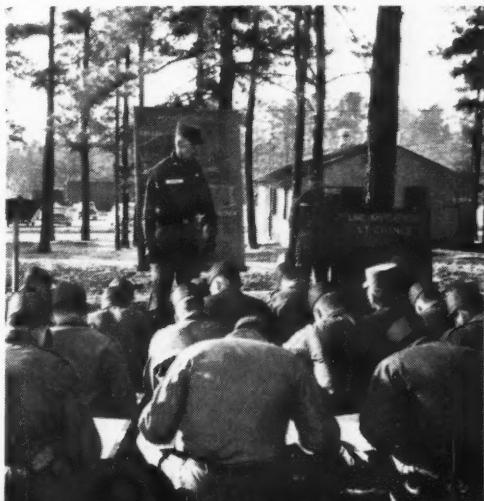
Viewed in long range, there are chiefly two reasons why this is so:

1. As a matter of simple economics, Army man-machine systems are becoming more and more expensive.

2. With greater fire capability, fewer men will be required in a given system. Errors on the part of any *one* man — whether of judgment or performance — are likely to prove far more costly than in former times.

Faced with this challenge, Branch efforts are being directed to the task of making human factors research more vigorously responsive to the demands of the future modern Army and the soldier on the future battlefield.

"Research insures that classification measures keep pace with changing demands of new job requirements as doctrine changes."



*Amid the pressing problems of the here and now,
the Army Staff keeps constantly in view the objectives of*



Colonel Charles S. O'Malley, Jr.

INEVITABLY, every good business becomes involved in long-range planning—whether it takes the form of a retirement plan for worthy employees or the purchase of a tract of land for future expansion. The Army, the biggest of all businesses, also has a keen interest in long-range planning.

Foreseeing the need for greater emphasis on long-range planning, the Secretary of the Army in November 1959 appointed a board, under Assistant Secretary of the Army G. H. Roderick, to review the Army's research and development organization and procedures. This board pointed out specific areas for improvement in the Army's long-range planning.

Organizational Changes

AS a result of their recommendations, three main organizational changes were made in the Army staff. Within the Coordination Group of the Office of the Chief of Staff, a Strategic Analysis Section was established. It is charged with the preparation of a mil-

itary program setting forth the actual military posture and forces required, projected over the next fifteen years. This provides a basis for other long-range projections, plans, force structures, and supporting programs. It is unique among Army plans in that it addresses all military forces—not just Army forces.

In the operations area, all long-range planning functions have been consolidated into a new agency—the Long-Range Analysis Group (LRAG). This group of twelve officers reports directly to the Deputy Chief of Staff for Military Operations and is charged with preparation of three major plans—

1. The Army Requirements Development Plan (ARDP), the Army's basic long-range plan, addresses a period eight to twelve years in the future. Its development is not restricted by current national, joint, or Army policies or by prescribed roles and missions of the services. Instead it evaluates these policies against a projection of world conditions predicted for the long-range period and recommends new policies or changes in current policies where appropriate.

COLONEL CHARLES S. O'MALLEY, JR., General Staff, is Chief, Long Range Analysis Group, Office of the Deputy Chief of Staff for Military Operations.

The ARDP also provides guidance for mid-range planning, for research and development, and for the orderly and progressive development of the Army's capabilities for the long-range period. The guidance in the ARDP is designed to be specific enough to give the research effort the desired direction but not so specific as to restrict or inhibit the developer in his pursuit of new ideas.

The current ARDP-72 was approved on 1 May 1961. A Department of Army briefing team was formed to disseminate the contents of the plan to the Army Staff, Headquarters, United States Continental Army Command, and Senior Service Schools. This team briefed approximately 3000 senior officers and civilians of the Army.

In addition, the Commanding General, USCONARC and each chief of Technical Service also formed teams to brief their subordinate agencies. Besides stimulating wide interest in the Army's long-range planning, the briefing series has stressed the need for all levels of command to continue and to further encourage the search for new ideas and new concepts.

2. The Long-Range Projection considers the impact ten to fifteen years in the future of new weapons systems on manpower and budget ceilings. It seeks to set a proper balance between all systems—a balance which will fit within limits established at multiple funding and manpower levels and still provide an effective force. This often forces curtailment of some programs in order that others, more responsive to the expected strategic situation, may receive appropriate emphasis.

3. Another major LRA project is the preparation of the Mid-Range Estimate (MRE), which is the first in the series of plans for the mid-range period—i.e., five to eight years in the future. It provides for a smooth and orderly transition, which can be achieved within reasonably attainable resources, from the Army's current

forces to the Army's long-range military requirements.

After analyzing alternative courses of action which may become available to the Army under varying levels of fiscal and personnel resources, the MRE determines the impact of these levels on the Army of the mid-range period and the attendant risks. Since the MRE presents the implications of different courses of action and ideas, it is used only within the Department of the Army Staff, primarily for guidance in the development of other mid-range plans such as the Army Strategic Objective Plan (ASOP).

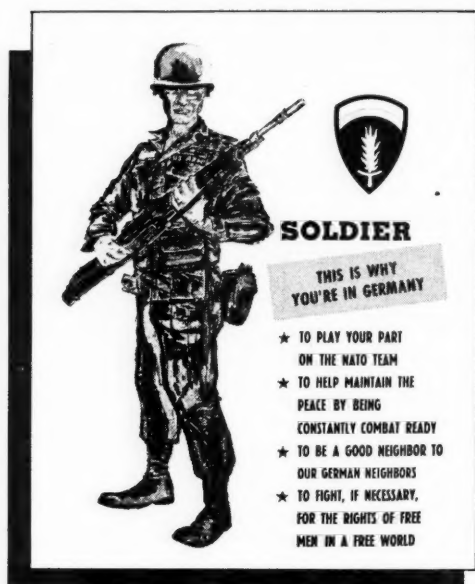
Research and Test

ALSO as a result of the board's recommendations, the Plans Division of the Office, Chief, Research and Development has been reorganized and strengthened. This Division is charged with preparing a Research and Development Long-Range Plan projected twenty years into the future. It seeks to provide developmental agencies with a balanced plan which integrates the operational requirements determined by ODCSOPS with the forecast capabilities of science and technology.

While the only real test of any plan is in its execution, it is desirable to test long-range plans as thoroughly as possible as soon as they are formulated. One recognized method is through war gaming.

The Strategy and Tactics Analysis Group (STAG) has been established to conduct war gaming at Department of the Army level. Control and supervision is accomplished by DCSOPS through the Long Range Analysis Group. STAG has just been equipped with a high capacity digital computer and will eventually war game all Army plans.

The Army has made great strides in improving its long-range planning. Much has been accomplished to date but much remains to be done if short and mid-range plans are to reflect the future as Army planners envision it.



*This poster
puts punch in the*

USAREUR Point Four Program

General Bruce C. Clarke

ONE DAY, not long after I had assumed command of the Seventh Army in Germany in 1956, an important person visited the command. He was welcomed, briefed on our activities, then taken on an inspection of some troop installations. Wherever he went, he had but one question to ask—“Why are you in Germany?”

Before this visit, it had been pretty well assumed that officers and men of the Seventh Army were combat ready in every sense of the word. But the visitor's question proved that they were not.

Many answered, “I'm here because I was drafted.” Others said, “I guess maybe to fight if I have to.” Too few showed any real understanding of the importance of their efforts to the United States or to the Free World.

Psychologically they were not ready for combat — for combat readiness is not the mere technical ability to fight; it also includes genuine motivation based on understanding of mission.

It became obvious that some simple but effective means had to be devised to impress upon the soldiers of Seventh Army just why they were in Germany.

After much thought and analysis it appeared that the most satisfactory means of getting the Seventh Army's story across to its members would be an eye-catching poster which would at once inform and motivate.

From a realistic standpoint, it was decided that the message should be limited to four points — the optimum number which can be readily assimilated by the average individual. Designing a suitable poster and reducing

the overall Seventh Army mission and the reasons for it, took about two weeks.

The result was a poster showing a soldier in combat dress, and listing the four reasons decided upon. (See cut.) Subsequent developments have shown that this Seventh Army poster and its Point Four Program was indeed one of the answers to the problem.

Selecting the poster message required careful analysis and study. However, the first point was easy, "To play your part on the NATO team." The Seventh Army was in Germany primarily to provide military support for the North Atlantic Treaty Organization. Obviously, it must play its part as a member of the NATO team.

Combat readiness — the most important element of this role — had to be the basis of point two. Actually, since 1775, the Army has stressed readiness as the end-product of its training, but it has not always made clear to its members the full meaning and implications of the term. The answers given by Seventh Army troops to the visitor had indicated that their orientation had been insufficient.

As a combat ready force, Seventh Army was an important military asset behind our national policy of deterrence of aggression. The definition of the "policy of deterrence" ranged far and wide. What was needed was a succinct and direct statement, readily understandable and directed at every sol-

dier in Seventh Army regardless of rank or MOS.

"To help maintain the peace by being constantly combat ready" went right to the heart of the matter and became point two. The word "constantly" is the key. There must be no temporary interruptions in our combat readiness, or a second Pearl Harbor might result. To back up this aspect, Seventh Army conducts realistic training and field exercises, holds many unscheduled alerts, and makes every effort to be always ready.

Second in importance only to combat readiness was the necessity to maintain effective community relations with our German neighbors. This then was the basis of point three.

I had long realized the lasting benefits of close German-American ties and had instituted a Good Neighbor policy in my command. This policy was designed to encourage extension of the daily work relationships of U. S. troops and their German neighbors into the fields of social activities, sports, and joint community activities. So point three of the poster, "To be a good neighbor to our German neighbors," reminded the troops of this policy and how it fitted into their role as members of the NATO team.

The fourth point, "To fight, if necessary, for the rights of free men in a free world," concisely stated the possible ultimate purpose not only of the NATO team but also of Free World



GENERAL BRUCE C. CLARKE is Commander-in-Chief, United States Army Europe. During World War II duty in Europe he served as Commander, Combat Command "A" of 4th Armored Division; Commanding General, Combat Command "B" and Assistant Division Commander, 7th Armored Division; and Commanding General, 4th Armored Division. From 1949 to 1951, Gen. Clarke was Commanding General of the 2d U.S. Constabulary Brigade based in the Munich Area. From 1956 to 1958, he again served in Europe as Commanding General, Seventh U.S. Army with headquarters in Stuttgart. After duty as Commanding General, U.S. Continental Army Command from 1958 to 1960, he again returned to Europe to assume his present assignment.

membership. While deterrence and good community relations were important peacetime elements of Seventh Army's NATO role, all officers and men also had to keep in mind the possible requirement to fight, as well as why they would fight.

As Seventh Army commander, I made this poster and its four point program the basis of my entire operation. Troop training, troop orientation and motivation, administration and public relations — all were based upon it.

It was successful. The Seventh Army became truly combat ready, willing and able to play a key role in the ground defense of Western Europe. Our community relations efforts had great success. This is reflected by a significant decline in the crime rate during the period 1956-58. Whereas the national crime rate in the United States and in the Federal Republic of Germany continued to climb during the period, Seventh Army's rate showed a significant decline.

Although the crime rate is only one element of an effective community relations program, the rate itself directly reflects our soldiers' attitudes and behavior patterns in overseas areas and is a measure of the success of the program as a whole.

IN 1960 when I became the Commander in Chief of United States Army Europe, I decided that the soldier poster and its four point program would be applicable to all Army combat and support forces in Europe. Each year over one hundred and fifty thousand new soldiers and their dependents were arriving in the USAREUR area to stay two or three years. Because of the necessity of integrating the soldier into his unit and into the community in the shortest possible time, in order to maintain our combat readiness, an appropriate version of the poster was placed in every troop billet—one suitably phrased for Germany, the others modified for France and Italy.

In essence, this poster is an all-purpose device which not only outlines the USAREUR program but also helps us carry it out. It provides commanders and their men with a capsule statement of the reason for their presence in Europe and it provides guidance as to their objectives while here. In addition, it demonstrates succinctly to the host nations why USAREUR is in Europe and our vital interest in being good neighbors. For this reason I have made every effort to place the posters where they may be seen by as many host nation citizens as possible.

Morale Factors

MEASURING such intangibles as combat readiness and community relations is difficult. However, current indications are that the USAREUR Point Four Program is attaining success on all fronts. Readiness and training tests show that USAREUR's troops are indeed combat ready.

From the community relations standpoint, a recent poll sponsored by the Gallup organization showed a marked improvement beginning in 1956. For example, in that year only 34 per cent of West Germans thought that foreign troop behavior was good or excellent. Today, that figure is 62 per cent, almost double. In 1956 only 48 per cent of West Germans felt that USAREUR and other non-German NATO troops' presence in Germany was welcome or even necessary. Now, 77 per cent are in the latter category.

As reflected in this poll, the United States Army's presence is now generally accepted as a part of the current way of life in Germany, France, and Italy. The American soldier has gained acceptance among a large portion of the host nation populations as a competent, combat ready fighting man who is also a responsible, participating member of the community. The Soldier Poster and the Point Four Program which it epitomizes, implemented at individual soldier level, deserve a large share of the credit.

**Army Emergency Relief—
an ever-ready agency in**

Meeting Soldiers' Needs

**Major General
Edward F. Witsell, USA-Ret.**



A FEW days before payday, a soldier is notified of an illness in his family that requires an emergency trip home—

Another has lost practically everything in a fire that destroyed his family's apartment—

Still another finds he has spent more on his leave than he intended and he needs funds to get back to his base. Otherwise, he may be charged with being AWOL.

In all these and dozens of other emergencies, Army Emergency Relief (AER) comes to the rescue with loans or actual grants. Through its many sections operating at all large posts and installations in continental United States and overseas, AER stands ready to help soldiers or their families. Since its establishment in 1942, AER has—at no expense to the Government—

disbursed millions for financial assistance in times of distress.

The policies governing AER assistance, as set forth in AR 910-10, are made intentionally broad to permit assistance in any case considered in the best interests of individual morale or of the Army. However, assistance is never provided merely because of convenience or desire when no genuine need exists.

Assistance is rendered under many varying conditions or circumstances, usually necessitated or aggravated by the exigencies of military service such as nonreceipt of pay, allotment or allowances; loss of pay; emergency medical, dental or hospital expenses; funeral expenses; emergency travel; payment of initial rent or to prevent eviction and privation of dependents from any cause.



**Major General Edward F. Witsell, USA-Ret.
Director, Army Emergency Relief.**

Assistance is rendered both to soldiers on active duty and to their dependents faced with emergencies beyond their ability to meet. It is given as a loan or grant. A loan is made if repayments without interest in small monthly payments will not cause undue hardship. An outright grant is given when it is evident repayments would cause such hardship. Assistance to dependents of Army personnel deceased while on active duty is invariably given in the form of a grant.

Others Eligible

IN ADDITION to helping soldiers on active duty or their families, certain classes of retired personnel are eligible to receive AER assistance—namely, members of all components of the Army retired after completion of 20 or more years active duty and their dependents, and members of all Army components retired by reason of physical disability in line of duty and their dependents.

For Army personnel or their families residing in a civilian community or on a small installation without an AER Section, assistance is normally rendered either through the Red Cross Chapter in the local community or by the Red Cross Field Director of the installation under a working agreement between AER and the Red Cross. Such cases are referred through Red Cross channels to Headquarters, AER for consideration and the Red Cross is reimbursed by AER. Or, as an alternative, the soldier or his family may apply for AER assistance at the nearest Army post maintaining an AER section.

Self-Supporting Activity

AER is a non-profit perpetual organization incorporated in 1942 under the laws of the District of Columbia to relieve distress of members of the Army or their dependents.

It is administered by a Director under policies established and approved by its Board of Managers. The Chief

of Staff of the Army is ex-officio Chairman of AER's Board of Governors which meets upon the call of the Chairman to advise him in regard to AER organization, administration and operation. Under its certificate of incorporation, the authority of AER is vested in a Board of Managers, which consists of the President of AER, the Director, Treasurer, and Secretary (all ex-officio members), and nine elected members, three of whom are elected each year at the annual meeting of AER's membership.

No Government funds have ever been appropriated to make AER loans or grants. Rather, the chief sources of revenue are repayments on loans, income from investments, and the annual fund campaign within the Army. Thus every dollar received on loan repayments, every contribution made to the fund campaign once each year, and all income derived from investments, except for a small amount required for expenses, is available for assistance.

AER conducts jointly with the Army Relief Society an annual fund campaign within the Army. An Army-wide goal—sufficient to prevent an annual deficit—is established by the Board of Managers. The campaign also has proved to be the best available means of familiarizing Army personnel with the work of AER and the assistance they may expect to receive in times of need or distress.

Currently AER is disbursing approximately \$4¼ million a year in assistance to nearly 35,000 members of the Army or their families.

Since its incorporation in 1942 up to 31 December 1960, AER has disbursed \$49,364,004 in loans to Army members. Of this total \$41,704,867 or 84.5 percent has been repaid. In the same period AER extended \$7,171,936 in outright grants. Thus in the 19 years since its inception, AER has provided a total of \$56,535,940 in assistance to members of the Army and their dependents.

At windswept Nike firing sites, they



BLAST OFF In Alaska

Major Perry Hume Davis II, USAR

IT IS mid-November. Gales of wind-driven snow tug at parka-clad soldiers, hard at work on a mountain top nearly a mile above the city of Anchorage, Alaska.

These are missilemen, members of the 4th Missile Battalion, 43d Artillery (Nike-Hercules). They are struggling against the wind to set up a bank of bleachers and a public address system.

Unusual work for a missileman? Not in Alaska. These men are getting ready for the 4th Missile Battalion's Annual Service Practice, which has become one of the most exciting public demonstrations in the state.

Unlike many missilemen elsewhere who return annually to Fort Bliss, Texas, for service practice, these men conduct their firing practice from sites they would use in case of combat.

MAJOR PERRY HUME DAVIS II, USAR, is Information Specialist in Headquarters, United States Army Alaska.

Nike-Hercules became operational in Alaska in 1959. The 4th Missile Battalion operates from three sites around Anchorage and its adjoining military complex of Fort Richardson and Elmendorf Air Force Base. In central Alaska the 2d Missile Battalion, 562d Artillery, is deployed in defense of the Fairbanks-Fort Wainwright-Eielson Air Force Base area.

In their daily routine these missilemen face many special problems born of climate.

In the Fairbanks area winter temperatures drop as low as -50°F , and it is not uncommon for winds to rage across the central Alaskan plains at 50 miles an hour. In the summer the everlasting sun brings mid-day temperatures up to 90° .

Around Anchorage, which northern Alaskans wryly call "the Banana Belt," winter temperatures seldom drop below -30° , and summer temperatures

stay below 80°. But at Site Summit, the Nike-Hercules installation on a mountain top above the city, winds have broken the anemometer which will only record up to 150 miles an hour.

The sites are also remote. Site Summit is closest to a populated area. But to build it Army Engineers leveled the top of a 5000-foot mountain, and clawed six miles of winding new roadway up from the existing mountain road to serve the new installation.

To overcome problems of cold and isolation, United States Army, Alaska planners and men of the U. S. Army Engineer District, Alaska, devised an entirely new type of Nike-Hercules installation. The troop quarters and command center of each site is a huge concrete blockhouse. At both ends are silo-like water towers, topped by radar antennae. The silos hold an emergency water supply, which helps maintain relatively constant temperature for the radome motors. In the building are the necessary command space and electronic equipment, plus all-electric kitchens and other modern living facilities for the troops.

In close proximity is another concrete blockhouse. This is the launching site, for Nike-Hercules missiles in Alaska are not stored underground. They lie in wait inside the blockhouse, resting on huge mechanical tumbrils akin to log carriers in the sawmills of the Pacific Northwest. When a missile is needed, huge iron doors open in the earthquake-proof blockhouse, and the missiles rumble out on rails, to be raised skyward on the concrete launching pad.

These specially-designed installations require additional training of the soldiers in new missile-handling techniques. They also must undergo constant cold weather training.

Over the years Alaskan soldiers have proved that the cold is no great danger, if it is understood and treated with respect. But carelessness in sub-zero temperatures can be painful, even fa-

tal. Thus troops must learn to work in heavy parkas, bulky mittens and vapor-barrier boots of the arctic soldier.

Once these lessons are mastered, operation of Nike-Hercules in Alaska is much the same as it is anywhere, among the many units under the operational control of a North American Air Defense (NORAD) Control Center.

But there is an added sense of urgency on the Nike-Hercules sites in Alaska. The proximity of the Siberian land mass is evidence enough that here the missilemen's "early warning" could be very brief indeed. This same feeling of living geography gives the civilian population of the state an intense and constant interest in the Nike-Hercules installations.

Normally, at most Nike sites around the world, selected crew members from each battery travel to Fort Bliss once a year for their annual service practice. In Alaska, however, crews fire from actual operational sites.

The first on-site firings in Alaska were from an emplacement of the 2d Missile Battalion, near Eielson Air Force Base in the winter of 1959-60. That year men from the Anchorage area traveled to Eielson, one crew at a time, to hold their firing practice.

The next year there were firings from both regions. The missile launchings from Site Summit, overlooking the Anchorage area, were in full view of the 90,000 people living in Alaska's most densely populated area.

The range area extends across the Chugach and Wrangell mountains toward 12,000-foot Mount Witherspoon. This is rugged, desolate country—snow-capped, ribboned with glaciers, and normally visited only by a few prospectors and the most dedicated of sheep hunters.

A careful search of the range site turned up nine families holding homesteads in the area. These families agreed to the firings, and were invited to come to Fort Richardson as guests of the Army during the firing periods.

The first shot from Summit became

a community event. The USARAL Civilian Advisory Committee, the Anchorage - Elmendorf - Fort Richardson Community Council, members of the Alaska state legislature and other leading citizens had been briefed during the planning stages. They and others were invited to observe the initial launching.

Because Site Summit is small and difficult to reach, an observation area was established on Fort Richardson for the general public. Officers and men were on hand to explain the firing in advance, and to repeat the count-down, coming to them over specially installed telephone lines, so the audience could follow the entire pre-firing operation and be prepared to watch the missile blast off and speed down range. Anchorage radio and television stations broadcast the firing.

Some of the missiles were fired directly at high performance drones; others offset, using RB57 aircraft as targets.

Men of the 2d Missile Battalion in the Fairbanks-Eielson area also held their annual firing practice from operational sites, under much the same circumstances. There, too, public interest was high.

This year the same firing schedules will be followed, and the same plans are in effect for the public to see the launching.

But there is far more to this than a public display. This is the most realistic training possible for the soldiers who man Alaskan air defense sites. Here, all men of the Unit take part in the Annual Service Practice, and have the satisfaction of seeing one of the big lethal birds take to flight, pursue and destroy its target.

Commander's Competition

THE launching is actually only part of the Annual Service Practice, one quarter of it, if you go by the scoring system by which the Alaskan missilemen vie for the United States Army, Alaska, Commanding General's Tro-

phy. The service practice is carried out in three phases, all on a no-notice basis. First phase comes when a USARAL evaluation team, without notice to the battery, evaluates the assembly of a missile at each firing battery. This phase accounts for 40 percent of the total score.

Sometime later each battery is scored on a pre-firing test and operational readiness inspection, again on a no-notice basis. This phase is worth 35 percent of the final score.

The final phase, actual launching of the missile, is rated at 25 percent of the total score. But it is the firing phase which is the most exciting, and in the long run may be the most valuable not only to missile crews in Alaska, but to Nike-Hercules men everywhere. For the very method of the firing makes these service practices scientific studies, as well.

The firing is done from constantly manned operational sites, during the coldest part of the Alaskan winter. Thus experts from Fort Bliss and other air defense centers are able to get experience data from the use of the missile under conditions of extreme cold.

The missiles have been transported thousands of miles, and have been on site for several months. Thus testers can get performance results of value in future training of all Nike-Hercules crewmen, as well as information which may be of value in the manufacture of the sleek weapons.

Beyond this, the Alaskan launchings are valuable training for everyone concerned in the air defenses of the state. Every man in the battery takes part in the firing. The men who are at their daily stations in the control centers are read into the practice and can get a close check on how their defense systems would work under conditions of actual combat. And the people of Alaska, whose homes, property and lives lie under the protection of the Alaskan air defense systems, can see this modern Army weapon in launch, flight, and target-killing explosion.

**An interservice team prepares for
international competition in the**



Modern Pentathlon—

Where Skill and Endurance Count

Lieutenant Colonel John O. Thisler

ATHLETES training at Fort Sam Houston, Texas, in the events of the "modern" pentathlon play a key role in promoting the prestige of the United States in the international arena of Olympic competition.

As long ago as 1912, it was recognized that the five-event pentathlon called for combined skills and endurance that ordinarily cannot be acquired by intermittent training. Accordingly, in that year the United States Modern Pentathlon Team was established to enable athletes from the armed services to train the year-round for international competition. The presently assigned group of men, under the direction of Colonel Donald Hull, consists of nine Army men, an airman and a Navy man. At times the Marine Corps and Coast Guard also

have representatives in training.

While the day-to-day training usually involves practice in more than one of the events, and sometimes includes all five, the routine is enlivened by matches between groups of three from the United States and from other foreign countries. Sometimes these matches are held at Fort Sam Houston, or members of the United States team travel to competition sites abroad.

The events of the modern pentathlon are designed to test not only stamina, but also the ability of a man to perform creditably in skills requiring concentration and self-control. Two of the events, cross-country running and swimming, are in many respects conflicting in that the conditioning required for one may be harmful in performing the other.

In still another event athletes from the United States have difficulty competing on even terms—namely fencing, a sport which has few devotees in

LIEUTENANT COLONEL JOHN O. THISLER, Infantry, is Chief of Public Information, Information Section, Headquarters, Fourth U. S. Army, Fort Sam Houston, Texas.

this country and which relatively few have occasion or opportunity to learn. Perhaps more hours and energy are spent in gaining proficiency in this event than in any of the others.

Because of the extended training period required, athletes surviving the competition to represent the United States are all from the military services. In order to be considered for training, a candidate must run a mile in four minutes and 40 seconds and swim 100 yards in 57 seconds. An athlete who can run the mile in less than the maximum time may be considered even though he cannot equal the swimming time.

Team coaches believe they can develop the capacity for cross-country horseback riding, pistol shooting and fencing in most young men who match the minimum performance standards of the two most strenuous events. Coaches are provided to help the com-

petitors develop the required proficiency. Final selections are not made until shortly before a match. Rivalry among the candidates is intense, because selection is based on points accumulated during trials.

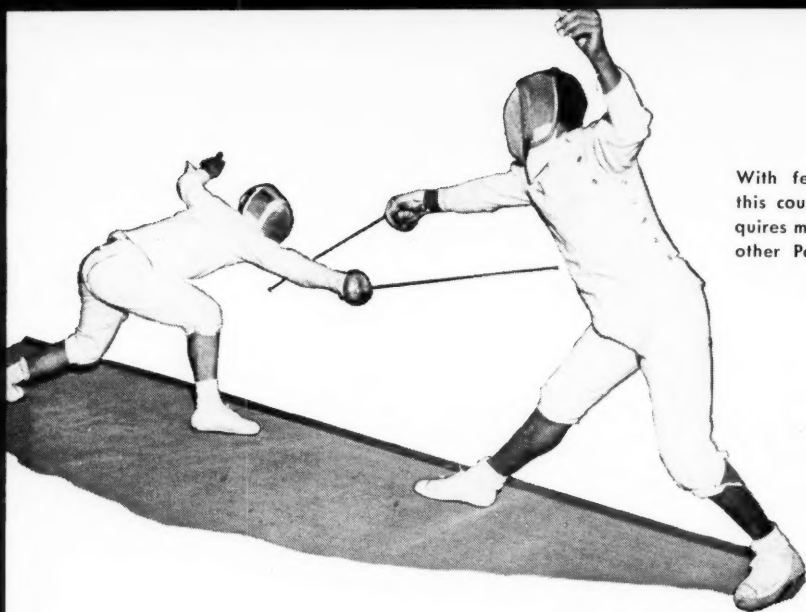
One Event a Day

PENTATHLON competition covers five days—one day for each event. Individual and team champions are determined by the accumulated individual scores. Cross-country horseback riding is first. Horses are allocated among competitors by lot and may not be approached until 15 minutes before the event begins. During this 15 minutes the competitor must saddle, acquaint himself with and mount his animal.

A par speed of 500 meters per minute is allowed for the 5000 meter course, which includes jumps and other obstacles. If a rider falls or his

A par speed of 500 meters per minute is allowed for the 5,000 meter cross-country horseback riding event, which includes jumps and other obstacles.





With few devotees in this country, fencing requires more practice than other Pentathlon sports.

horse balks, he loses points.

In the fencing event, each competitor has a one-touch match with every other. In some meets this may take well over 12 hours.

In the pistol marksmanship event, each contestant fires 20 shots with a .22 caliber pistol at a silhouette target. The target faces the shooter for three seconds and is turned away for 10 seconds alternately.

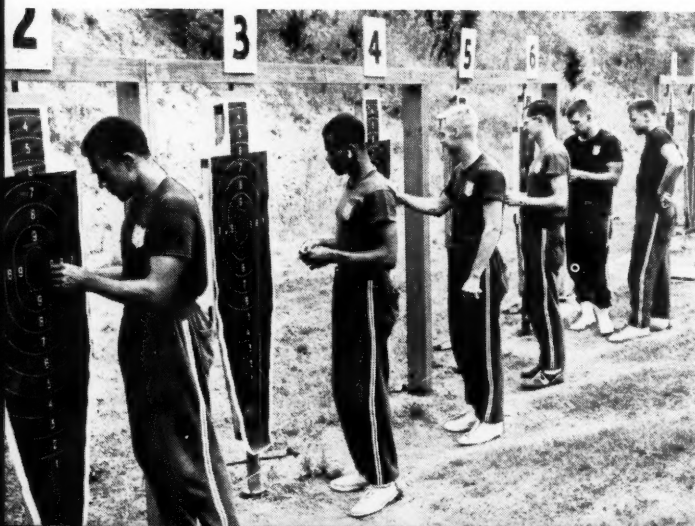
On the fourth day the competitors are required to swim 300 meters free style. The swimmer finishing in four minutes or less gets 1000 points.

On the final day, the 4000-meter

cross-country run is a race against time. This event is probably the most gruelling and difficult of all.

Long Tradition

OF THE five events comprising a modern pentathlon, running is the only one surviving from the events originally included in the first Olympic games held in 776 B.C. at Olympia on the plain of Elis in Greece. The quadrennial celebration was a time of truce, and the events of the original competition—running, jumping, throwing the discus and javelin and wrestling—were considered to be gen-



Each pistol contestant fires 20 shots with .22 caliber weapon at swinging target.

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Swimmers completing
300-meter free-style
course under 4 minutes
get 1,000 points.



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erally analogous to the skills required
of a competent soldier.

Abolished by an edict of Theodosius the Great in 394 A. D., the Olympics were revived in 1896 by Baron Pierre de Coubertin, and the modern pentathlon was reinstituted at the 1912 games held at Stockholm. It was considered then to be the military event of the meet.

A year or more of training may be necessary to qualify a military member of the United States group for competition. This requirement, compounded with terminations of military tours, often results in an athlete being lost just as he becomes qualified to compete.

A typical routine for military athletes calls for an hour's swim beginning at 0700, practicing jumping hurdles on horseback at 0830, and fencing instruction at 1000 hours. In the afternoon they spend an hour on the outdoor pistol range, and an hour running. Between times they keep in shape by taking five-mile jaunts around the post. Four evenings each week are devoted to special fencing classes at the team's fencing *salle*.

Probably the most gruelling and difficult
of all of the events is the 4,000 meter
cross country run, a race against time.

Athletes have come to Fort Sam Houston to compete from Italy, Sweden, Denmark, Australia, Brazil, Peru, Uruguay, Mexico and other nations. United States athletes also have competed in these countries, and are scheduled to compete in Moscow as well.

Any military member interested in participating is invited to write to the Officer in Charge, Modern Pentathlon Team, Fort Sam Houston, Texas, stating qualifications and capabilities.





Introducing BIRDIE

A midget Missile Master, unofficially called BIRDIE (for Battery Integration and Radar Display Equipment) has been accepted for use by Department of the Army. Installation of the first of 19 such pocket-sized air defense coordination systems, designed to help protect military installations or cities in the 600,000 population class, now is underway at Turner Air Force Base, Georgia.

The new system is a transistorized version of Missile Master, the giant nationwide coordinating communications system which picks up information by radar, or uses other information fed into it, to identify friendly or enemy planes. The low cost of the unit compared to its large-size counterpart, plus low operating costs, will make the BIRDIE system a key link in Army Air Defense.

Fort Polk Reopened

Fort Polk, Louisiana, is being reopened as an Army Training Center with basic combat and advanced individual training scheduled to begin in October. This will be the second Training Center—along with the one at Fort Carson, Colorado—to be established following decision of President Kennedy to increase size and conventional combat capability of the Army. Maximum training load anticipated will be 14,000 men. A 5,000-man military and civilian force will handle training and maintenance.

U. S. Sky-Divers Win Honors

Five members of the U. S. Army Parachute Team and a civilian, former member of the team, recently defeated teams

from France, Bulgaria and the Soviet Union at the International Invitational Parachute Meet staged at LaFerte-Gaucher, France. The clean sweep made by the group ended the European supremacy that had hitherto existed in delayed-fall parachuting. The Army members of the team all were from Fort Bragg, North Carolina.

Nuclear Power Plant Afloat

An Army contract has been awarded for design, construction and test operation of a floating nuclear power plant to provide electricity for military installations or to port cities cut off from normal service by disaster or wartime action. The Philadelphia District Engineer made the award to the Martin Company, Baltimore, Maryland, for a 10,000 kilowatt plant which will be installed in the hull of a reconditioned and modified surplus Liberty ship.

Dogs for Sentry Duty

Need for pure-bred German Shepherd dogs, one to three years old, to be trained for sentry duty at Army missile sites and at Air Force bomber and missile bases, has been announced by Department of the Army. The Army Quartermaster Corps purchases the dogs for both Army and Air Force use. An estimated 1,200 dogs will be purchased during FY 1962. About 800 will be used in continental United States; the remainder will serve Air Force needs in the Far East. Those interested in selling qualified animals may write to the U. S. Army Animal Procurement Office, P. O. Box 52, Lackland Air Force Base, San Antonio, Texas.

PAT—New Vehicle Concept

A vehicle designed to travel on water, snow, mud, tundra or hard surface is being studied under an Army contract awarded to Chance Vought Corporation, Dallas, Texas. The projected vehicle would operate on a continuous track of rubber-impregnated cells filled with low pressure air. These would give high flotation capability and also permit it to negotiate soft terrain, snow or mud. As now envisioned, the machine, known as Plenum Air Track or PAT, would probably resemble a tank. A jet of air would blow mud, dust or snow off the self-cleaning tracks. Chance Vought is scheduled to design and construct for the U. S. Army Transportation Research Command at Fort Eustis, Virginia, a half-scale test bed of the PAT.

Mobile Radar

A completely mobile radar unit that can detect moving targets more than 11 miles away is now under development—the first such mobile unit for ground surveillance in combat to be provided for the Army. Under a contract from the Army Signal Corps, the projected unit is being developed by the Hazeltine Corporation of Little Neck, New York, as a modification of the shelter-housed AN-TPS-25 radar set already operational. The new item will be installed in an armored personnel carrier, the tracked amphibious M-257.

Night Vision Intensified

A combination of an image tube and an image orthicon tube such as that used in a television camera has been developed to enable field commanders to observe operations without exposing troops to lights. The new tube, which amplifies 100,000 times natural light otherwise too dim to see, was demonstrated at the annual meeting of the Association of the United States Army, where newsmen and Army officers saw their own image projected on a picture screen while seated in a darkened room.

Developed for the Army Engineers by the Radio Corporation of America, the tube can utilize starlight penetrating heavy cloud cover, moonlight or natural skyglow. The image intensifier orthicon, as it is called, also was tested in amphib-

ious operations by the Transportation Corps at Fort Story, Virginia. It enabled observers to watch an "enemy" landing operation. The orthicon is one of a family of tubes being developed by the U. S. Army Engineer Research and Development Laboratories, Fort Belvoir, Virginia.

Advice on Teaching Careers

Information and advice to individuals interested in preparing for a career in teaching following retirement from the military service is contained in a pamphlet published by the Office of Armed Forces Information and Education, Department of Defense. Entitled "*Teaching—a Second Career*," DOD Pamphlet 7-10/DA Pamphlet 350-2 was jointly prepared under auspices of the American Council on Education and the National Education Association. It will be issued to military personnel at the time they are counseled regarding the Contingency Option Program.

Korean War History Series

First of five volumes in a new series on the activities of the Army in the Korean War is "*South to the Naktong, North to the Yalu*" by Lt. Col. Roy E. Appleman, USAR, a former combat historian. The book recounts the early days of setback and withdrawal to the Pusan perimeter, landing operations at Inchon, the drive northward, and the stiffening resistance as United Nations forces neared the Yalu. Published by the Office of the Chief of Military History, the 813-page volume is for sale at \$10 by the Superintendent of Documents, Government Printing Office, Washington, D. C.

JAG Aid

During calendar year 1960, more than 479,000 military personnel and dependents were given legal assistance with personal legal problems by members of the Army Judge Advocate General's Corps. Areas of assistance included adoption, citizenship, domestic relations, wills, powers of attorney, real estate transactions, and taxation. The latter accounted for the bulk of assistance, with more than 71,000 individuals receiving counsel and guidance in complying with personal tax obligations.

Pershing Contracts

Two contracts totalling more than \$70 million have been awarded to the Martin Company, Orlando, Florida, for continued work on the Pershing missile system. One contract provides for completion of the existing test program. The other covers subsequent production of missiles for delivery to combat units.

Emergency Communications

Designed for mobile use in isolated areas, three new air-transportable, long-range, high-powered emergency communications systems have been delivered to the Army Signal Corps. With ranges of 2,500, 5,000 and 7,000 miles respectively, the systems can be installed in a matter of hours compared to months required for installation of fixed stations with the same power. They can be used to transmit voice or teletype messages on a world wide basis, and are capable of bypassing fixed system stations that may be inoperative. They also can tie in with bases placed in isolated areas, or where normal communications may be disrupted. The 7,000-mile-range unit is considered the world's most powerful transportable communications equipment.

Dehydrated Foods

New dehydrated foods, ranging from beef steaks to soups, are being introduced in limited quantities to troops in the continental United States. Phasing in of the new food items will give the Army Quartermaster Corps the procurement and distribution experience essential to inclusion of some of the items in the Army's Simplified Food Logistics Program.

The new items save space and weight, reduce or eliminate refrigeration needs, and can be prepared with a minimum of work and equipment. They include steaks, beef patties, pork chops, cheddar cheese, raw shrimp, tomato vegetable soup with noodles.

Fort Irwin—New Designation

Camp Irwin, California, has been redesignated as Fort Irwin. The post will continue as an armor firing and desert training center for armor and artillery units of the active Army, National Guard and Army Reserve located in the Fifth and Sixth United States Army areas. Originally activated in 1939, the site was named in honor of Maj. Gen. George I. Irwin, a World War I artillery commander.

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This tomb in the graveyard of the Old Presbyterian Meeting House in Alexandria, Virginia, marks the burial place of an Unknown Revolutionary Soldier.

Veterans' Day 1776-1961



BEARING an inscription that typifies the ideals on which this Nation was founded, the tomb of an Unknown Revolutionary Soldier in Alexandria, Virginia, recalls tersely and vividly the debt that the Nation owes to all who served so gallantly and devotedly in past wars:

"HERE lies a soldier of the Revolution whose identity is known but to God. His was an idealism that recognized a Supreme Being, that planted religious liberty on our shores, that overthrew despotism, that established a people's government, that wrote a constitution setting metes and bounds of delegated authority, that fixed a standard of value upon men above gold and lifted high the torch of civil liberty along the pathway of mankind. In ourselves his soul exists as part of ours, his memory's mansion."

**"SOLDIER, why are you in Berlin?
To show the Berliners, your allies,
and the Communists the best soldier
in our Army. To protect United States
lives and property. To help the West
Berlin police keep law and order. To
fight like hell, if necessary, for United
States rights and a free Berlin."**

*Message given to every soldier
assigned to Berlin.*

